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18 February 1964

## STAFF STUDY

Administrative Support to the Office of the Director and Independent Offices in the DCI Area.

PROBLEM: To determine if the centralization of administrative support functions in the O/DCI and independent offices attached to the O/DCI will result in improved management, greater efficiency, and more effective personnel utilization. Such centralization would mean consolidating under one administrative unit such services as the Cable Secretariat, the Executive Registry, the Dining Room operations, the Director's Security Staff, and other personnel, budget, fiscal and logistics functions now being performed on a decentralized basis.

### FACTS:

1. There is a total of [ ] individuals presently assigned to the O/DCI and independent offices in the O/DCI area.

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2. As outlined in Tab A, within the immediate Office of the Director there are some [ ] individuals engaged in support/housekeeping functions. Management/supervisory responsibility for these support personnel (excluding the Security unit) has been assigned to an assistant to the Director (Mr. [ ]) who performs this function in addition to regular staff work for the Executive Director.

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3. The Security unit is headed by a GS-14 security officer who, while not carried on the T. O. of the DCI, is responsible for the management and supervision of the O/DCI Security unit. The senior security officer reports to, and is under the supervision of, the Executive Assistant to the Director.

4. The Administrative unit, listed under the miscellaneous support group in Tab A, provides general administrative support to some [ ] individuals located in the O/DCI's immediate area. Tab B summarizes the scope and type of support currently provided by this unit.

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★ Includes some [ ] members of audit staff in overseas positions

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5. Administrative support services for the remaining independent offices and units within the DCI area are provided on a decentralized basis by personnel within these respective areas (e. g. , a GS-11 Administrative Assistant in OGC, a GS-10 Administrative Assistant in the IG, a GS-13 Executive Officer and GS-7 Administrative Assistant in Cable Secretariat). BPAM has yet to designate an individual on their staff to handle their support work (some of this work is still being done by an Administrative Assistant in the Office of Finance).

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DISCUSSION:

1. In addressing ourselves to the problem stated on page 1, the major area of concern appears to be the four so-called "independent offices" in the O/DCI area; namely, the Inspector General, the Office of General Counsel, the Office of Budget, Programs Analysis and Manpower, and the Cable Secretariat. The remaining  individuals in the O/DCI immediate area are presently receiving centralized support by an administrative unit within this area.

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2. Tab C details the scope and type of support now being handled on a decentralized basis by these independent offices. It is important to note that, in every case, (with possible exception of Cable Secretariat) support functions constitute a part time job for the individuals concerned. Hence, to remove these functions would not, ipso facto, result in eliminating the slots of the individuals now performing this work; conversely, it may well mean the creation of additional slots to enable a centralized administrative unit to take on these functions. For example, by transferring the administrative support duty now performed by  for the OGC and/or  for the IG would not mean that the  positions could be eliminated. The transfer of functions would undoubtedly result in

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providing these individuals more time for their duties as executive secretaries (office managers) and could possibly be the basis for downgrading these slots. Certainly, the offices concerned would look upon such centralization as merely adding another administrative layer to these support functions and contribute nothing to the efficiency and economy of their operations. They would, undoubtedly, ~~be~~ object to the lessened personalized service their staffs are now receiving from these individuals.

3. In analyzing the detailed support functions involved, it becomes increasingly clear that there is nothing to be gained by centralizing such services as: travel (authorization, advances, accounting, and approval); maintaining obligation records (most of these are now machine posted by Fiscal Division); requests to Logistics Services for across-the-board housekeeping support; imprest funds. Given current volume of these activities, such support can be more efficiently performed on a decentralized basis and, if we were to insist on these functions being handled by a central administrative unit, ~~we could contribute nothing to~~ **IT IS DOUBTFUL IF WE COULD CONTRIBUTE TO** the efficiency of these operations.

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DISCUSSION cont'd.

4. The area of personnel management would, at first glance, appear to be a function that could benefit some centralized administration. At present, personnel assigned to the O/DCI area carry an "E" service designation. However, most professional personnel retain their original service designation and the "E" designation is merely tacked on to identify the person as being assigned to the O/DCI area. The "E" designation first started appearing on staffing complements in early 1960, about the time when Career Service Grade Authorizations (CSGA's) were first computed for the Director's office, and was created to eliminate people and slots in the Director's office from the CSGA's of individual components. Historically, the DDS Career Service Board provided service on career planning and development activities for the Office of the Director rather than establish a separate career service for these individuals. Although the strength of the Office of the Director has increased manyfold, it is questionable whether the establishment of a career service for the O/DCI area is desirable and/or possible. Hence, when we speak about centralized personnel administration for the O/DCI, we must first examine the merits of establishing a career service for personnel assigned to the O/DCI area. However, a close look at the

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composition of a proposed "E" career service based on personnel presently assigned to the Office of the Director, would quickly reveal that major and drastic changes would have to be made. For example, we would have to decide whether or not we will continue to allow personnel assigned to the IG staff and to BPAM to retain their primary career service designation. Of the [ ] professionals now on the IG staff, the primary career service designations are as follows: [ ] There is a similar

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mix among other professional officers assigned to NIPE, USIB, and the immediate Office of the Director. Certainly, the [ ] professionals in the OGC and the [ ] professionals in the Audit Staff will, in all likelihood, spend their entire Agency careers in these respective offices and would not benefit from the long range career planning and development activities a career service board is supposed to render. Many of the professionals in the O/DCI area are assigned for a tour basis only and are expected, and

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desire, to return to their parent career service for reassignment upon completion of their current tour. In view of these considerations, we can hardly justify an elaborate centralized personnel management unit which would be required if we were to, in fact, centralize personnel administration.

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5. The Cable Secretariat presents a unique problem in that in addition to addressing ourselves to the routine administrative support functions within the Cable Secretariat, one could properly categorize the entire Cable Secretariat operation as a "support" function. In the latter respect, Cable Secretariat provides the mechanism needed to give the DCI centralized control over Agency cable communications as well as providing a service of common concern to all directorates.

6. From the foregoing, one could deduce that the entire Cable Secretariat operation should be under the direction and control of a centralized administrative support unit. There are arguments both for and against such a proposal; however, I think the reasons for not so doing are overwhelming. The recent IG report was so highly complimentary in the manner in which the Cable Secretariat is now being administered, it would be a mistake to materially change their present organizational relationships by placing this operation under a senior support officer who may, or may not, be knowledgeable of Cable Secretariat operations, personnel and liaison relationships. Certainly, a new level of management would be hard pressed to render any significant contribution to improve the administration of the Cable Secretariat.

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7. If it is anticipated that an additional level of management is needed between the Cable Secretary and the Executive Director, there would be little that could be added to resolve problems that now call for referral to the Executive Director or higher. These problems are extremely few in number and of such a nature that if they cannot be presently handled by the Chief, Cable Secretariat, they would undoubtedly have to be referred to the Executive Director for policy decisions.

8. Since the discussion of other factors involved in the centralization of support for the IG, OGC and BPAM have failed to make a good case for a centralized support unit, to create one to encompass and/or accomodate the Cable Secretariat must be predicated on advantages which would accrue solely from putting the entire Cable Secretariat operation under a central unit. Considerations set forth in paragraphs six and seven above tend to mitigate advantages which may result from consolidation.

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9. The Security Unit assigned to the Director is now under review by the Deputy Director of Security who intends to brief the Executive Director orally on his findings and recommendations. For the purposes of this paper, it is sufficient to note that from an organization and management standpoint, the Executive Director may wish to consider major surgery in this unit by the reassignment of the senior security officer (who is not now on the O/DCI T. O.) and assign management/supervisory responsibility of this unit to the Chief of an executive support group. It is recognized, of course, that in so doing, careful consideration must be given for the highly personalized services rendered by this unit and to the special relationship between the present security unit and the Executive Assistant to the DCI.

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CONCLUSIONS AND RECOMMENDATIONS: In addition to the points raised in the above discussion, it is appropriate to mention what some people consider to be a truism of organizational structure. When you reach the top echelon of a large organization, it is more realistic to tailor the organization to cater to and serve the needs of the senior individuals in the organization than a rigid and/or arbitrary adherence to a concept of functional centralization as stated in the problem under discussion.

It is therefore recommended that:

1. Overall administrative support functions for the O/DCI immediate area not be centralized.
2. That personnel now engaged in support function in the O/DCI immediate area (e. g. , Executive Registry, Security Unit, Dining Room operations and Administrative Unit) be pulled together without increase in current strength. This unit should be designated as the Executive Support Group (for the O/DCI immediate area). Tab D presents an organizational chart and personnel distribution table for such a unit. It is further recommended that this unit be headed by a GS-15 administrative officer who, in addition to his primary duty of managing this unit, would provide advice and assistance to the other units in the O/DCI on support matters beyond their capabilities.

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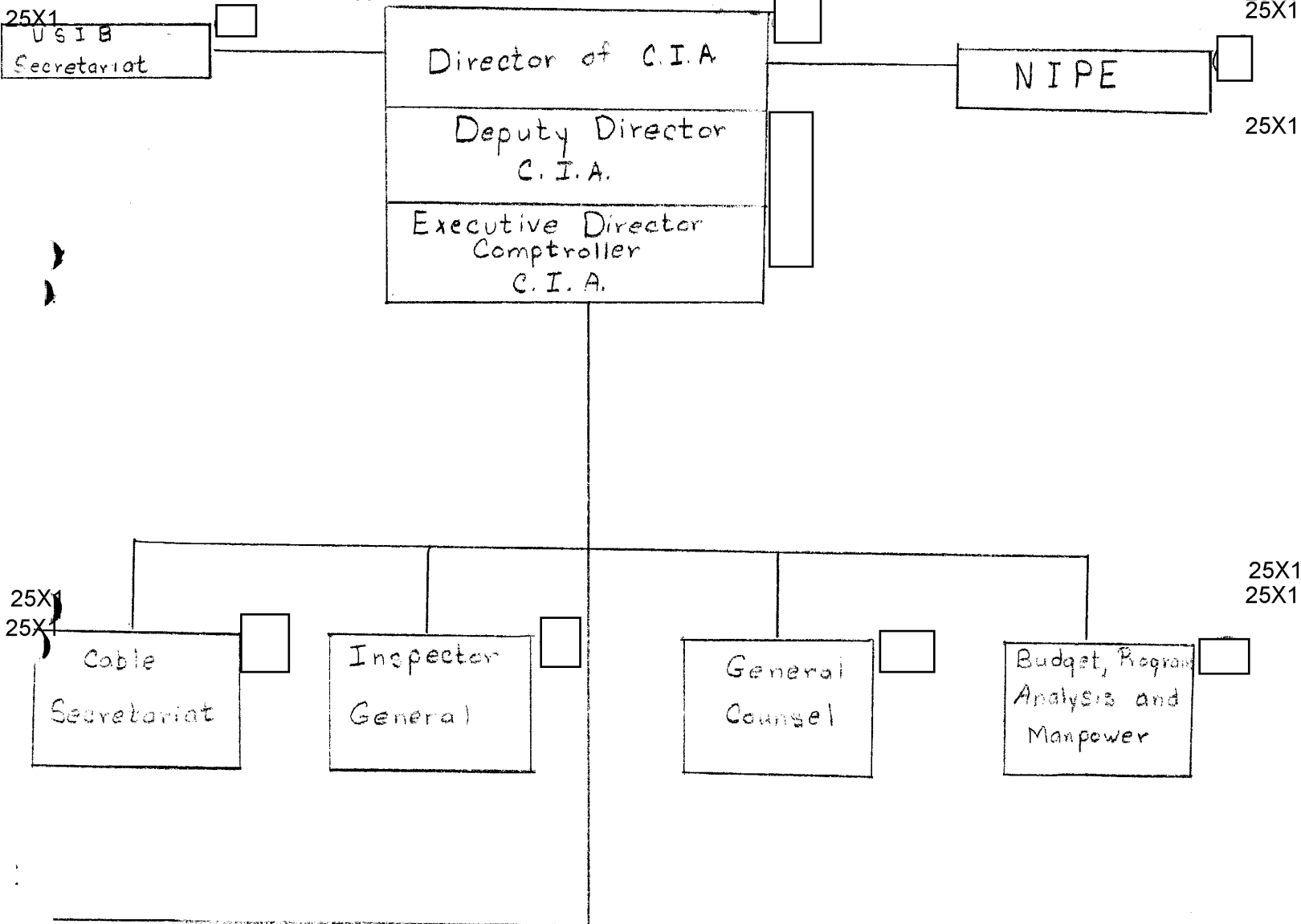
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